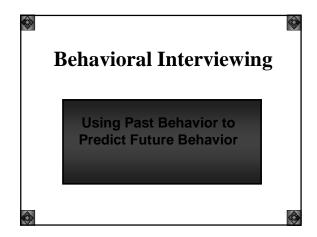




Have You Identified
Strategic Goals to Guide
Your Organization?







Ten Steps to Better Selections

- 1 Analyze the Position to be Filled to Identify Essential Qualities
- 2 Determine What Additional Job Related Information is Needed
- 3 Determine Sources of Information
- 4 Develop Behavioral Questions for the Position

Ten Steps to Better Selections

- 5 Review Questions/Applications and Resumes
- 6 Determine Interview Format: Who & How
- 7 Interview Candidates
- 8 Interview Supervisors

Ten Steps to Better Selections

- Decide Which Candidate Best Meets the Established Criteria
- 10 Select the Best Candidate



Analyze the Position to be Filled

- ◆ Skills
- ◆ Knowledge
- **♦** Abilities
- ◆ Attitudes
- **◆** Experience



Skills

- ◆ Persuasive
- ♦ Able to Handle Difficult People
- **♦ Computer Skills**
- ◆ For What Skills Are You Looking?

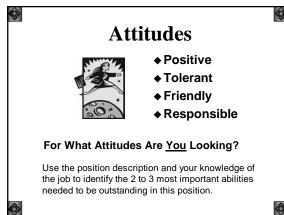
Use the position description and your knowledge of the job to identify the 4 or 5 most important skills needed to be outstanding in this position.

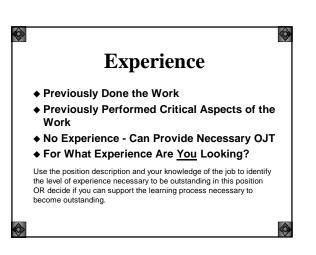
Knowledge

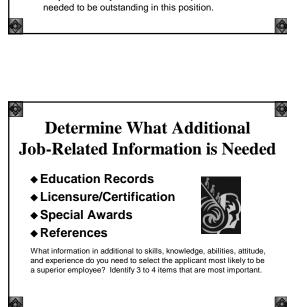
- ◆ Formal Education
- High School, BA, MA, PhD.?
- ♦ Discipline Specific
 - EKG interpretation, contracting warrant, CNA?
- ♦ Organizational
- Performance improvement, ethical-legal issues?
- ♦ For What Knowledge Are You Looking?

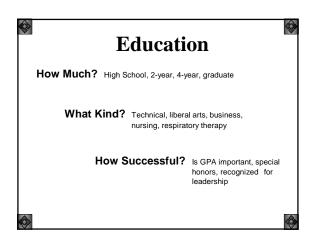
Use the position description and your knowledge of the job to identify the 4 to 5 most important areas of knowledge needed to be outstanding in this position.

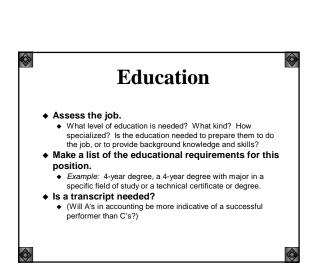


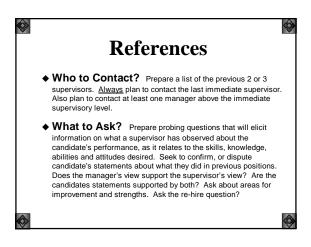


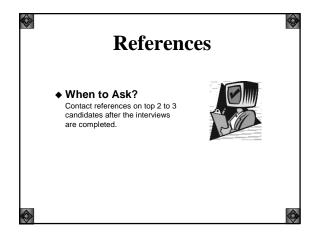


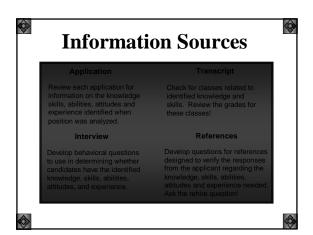


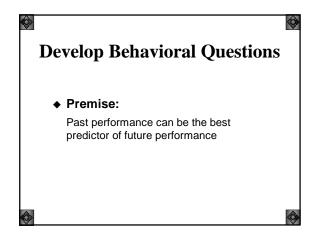


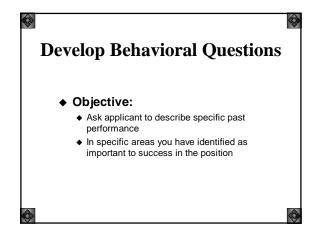


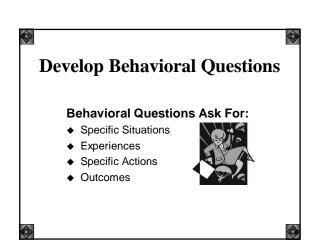










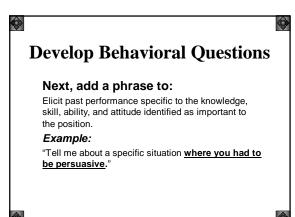


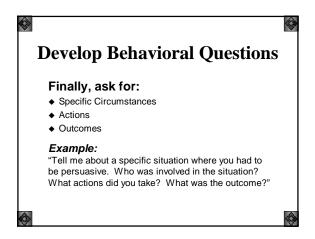
Develop Behavioral Questions Questions Focus On: • What • Why • When • How • Who

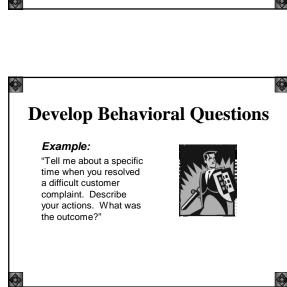
Develop Behavioral Questions Select a skill, knowledge, ability, attitude or experience about which to write the question.

From your analysis of the position you have a list of skills, knowledge, abilities, attitudes and experience that you identified as important to success in the position. You will be writing questions for each of those areas.

Develop Behavioral Questions Phrase a question that begins: Tell me about a specific situation . . . OR Explain your experience in . . . OR Give an example to illustrate how you . . .







Develop Behavioral Questions

Practice writing questions for each:

- ♦ Skill
- ♦ Ability
- ◆ Knowledge
- ◆ Attitude

Write 2 or 3 questions for each identified skill, knowledge, ability and attitude. Select 1 or 2 of the questions you think will best get the information you need from each area. The most important areas might merit as many as 3 questions.

Review Questions/ Applications & Resumes

Select Best Questions

Review the questions you developed to select at least one for each skill, knowledge, ability, attitude or type of experience identified. The more important areas might merit more than one question.

Remember, the intent of the interview is to get a clear picture of the candidate's past performance, so select those questions which best give a balanced view of the candidate.

Past Performance



Future Needs

Review Questions/ Applications & Resumes

Decide if the Question is Legal

Questions about family, child care, marital status, age, race, religious preferences or practices, arrests (as opposed to felony convictions which you can ask about), and clubs or social organizations are likely to result in discrimination charges from unsuccessful candidates. Review your questions to insure they do not impinge on these protected areas.

Review Questions/ Applications & Resumes

Look for information related to the identified knowledge, skills, abilities, attitudes and experience



Review Questions/ Applications & Resumes

- Make notes on any experience that may relate to experience you want.
- Look for information on skills you need. It may be mentioned in a description of a previous job, it may be listed under an educational experience.
- Knowledge you want may be indicated by a class attended or presented. Formulate a question that tests whether that knowledge has been used recently, and how successfully they have been using it.
- If not used, some skills and knowledge tends to fade, and be less useful.

Review Questions/ Applications & Resumes

Look for gaps in employment history



Review Questions/ Applications & Resumes

Gaps in employment history can indicate several things:

- ◆ Time to complete an education.
- Time to spend with a sick relative, have a family, or do full-time volunteer work.
- Serious illness, or prison time.
- An inability to find work due to various reasons.

Review Questions/ Applications & Resumes

Identify each employment gap and formulate questions addressing those gaps. Look for "job hopping," a succession of jobs, of relatively short duration, which needs to be addressed in the interview.

Review Questions/ Applications & Resumes

Look for names and phone numbers of previous supervisors



Reviewing the application, resume, or personnel folder is a good time to make notes on previous supervisors names and phone numbers. Following the interviews with the candidates, talk with 2 or 3 previous supervisors of the best 2 or 3 candidates before making a final selection. During the interview also ask candidates about their relationship with those supervisors. A glowing reference from a supervisor when the candidate tells you they did not get along, should be a red flag, and merit further investigation.

Review Questions/ Applications & Resumes

Look for Disciplinary Actions

Occasionally a personnel folder will contain a disciplinary action, or an application will reference a felony conviction. Make special note of these and formulate questions to discuss the circumstances surrounding them. As the selecting official, you will have to determine whether they are sufficiently serious to warrant a non-selection. You will need to have as much information as possible from the applicant. When the supervisor is interviewed, the incident will require further discussion.



Review Questions/ Applications & Resumes

Look for Awards

Look for awards, letters of appreciation, participation in special projects, and other indications of excellence. Make note for future reference. You may want to ask specific questions about the circumstances that led to some of the awards or letters of appreciation.



Review Questions/ Applications & Resumes

Look for Safety History

Look for documentation of accidents in the personnel folder. Evaluate the seriousness of the accidents ... some applicants may have had several accidents, but all are of a minor nature, indicating they are careful to document. Others may have had numerous accidents of a more serious nature, perhaps indicating failure to remain focused while working. Are they appropriate to the positions they have held?

Determine Interview Format: Who & How

Who Will Conduct the Interview?

◆ An Upper-Level Supervisor or Manager

If upper-level supervisors or managers want to do the interviewing, it is imperative that they remember they will not be supervising the candidate selected. If they select a poor candidate, the first-line supervisor has to correct that mistake.

Determine Interview Format: Who & How

Who Will Conduct the Interview?

◆ The Immediate Supervisor

The immediate supervisor has the most at stake in the hiring process. An outstanding employee can make the unit more productive, and the supervisor look good, but a poor employee can be a drag on productivity and consume significant amounts of supervisory time.



Determine Interview Format: Who & How

Who Will Conduct the Interview?

- ◆ The Immediate Supervisor and Others
 - Other Supervisors If an applicant is qualified for more than one position, it saves time.
 - Peers from the Work Site Promotes collaborative decision-making. Especially useful where self-directed teams are utilized. Responsibility for the selection is shared.
 - Other Interested Parties Second-line supervisors, staff in similar positions, other key stakeholders.

Determine Interview Format:

Order the Questions:

 Start and end with a question that puts the applicant at ease.

Who & How

- ◆ Give applicants breaks in questioning.
 - ◆ Alternate hard and easy questions.
 - Alternate long and short questions
 - ◆ Alternate question intensity

Determine Interview Format: Who & How



If more than one person will be interviewing, decide who will ask which questions.

Determine Interview Format: Who & How

Set an Interview Schedule

- ♦ When
- ♦ How long
- ◆ How much time between interviews

When setting interview appointments, be fair to both the interviewers and the candidates being interviewed. Allow enough time for thorough interviews, and enough time between interviews to prepare for the next one.



Determine Interview Format: Who & How

Decide How You Will Rate the Answers:

- ◆ Acceptable/Not Acceptable
- ◆ Positive/Neutral/Negative
- ◆ Other



Interview Candidates

Set a Relaxed Atmosphere

Interviews are intended to obtain the most accurate information possible about the capabilities and experience of the applicant. Behavioral questions will require the applicant to think hard about specific situations and actions. Candidates do this best in a relaxed setting. Greet them warmly. Use a brief ice-breaker such as a brief exchange about the hot weather or the cold weather. Use an interview setting that is less formal . . . a table and chairs rather than a desk in a formal office. Notetaking will be important during the interview, so be certain to have the table or some writing surface for notetaking

Interview Candidates

Briefly Describe the Job



A description of the job is a nice transition from the ice breaker to the actual interview. Include pertinent information about the primary functions of the job and any special challenges the job may pose. Don't be afraid to point out realistic promotion opportunities the position may afford, but don't make promises. You may not be able to keep them and they will likely come back to haunt you.



Interview Candidates

Discuss Any Special Requirements of the Position

Some positions have special requirements such as weekend work, extensive travel, evening shifts, or split shifts. Now is a good time to discuss those requirements. Some positions involve peak workloads at specific times of the year. Discuss these requirements and the impact they may have on granting of leave. Discuss any other special requirements should also be discussed. Paint a realistic view of the requirements of the job. Don't sugar coat those requirements. Hiring an applicant who becomes unhappy or leaves shortly after being hired is counterproductive.







Interview Candidates

Close the Interview



A good closing question is, "Is there anything I have failed to ask that you think I need to know to make a decision favorable to you?" After they have responded, thank them for coming for the interview. Let them know you have others to interview, and that Human Resources will be in touch regarding the selection.

Keep the notes you have taken on all interviews. They will be invaluable when debriefing an unsuccessful candidate or responding to a charge of discrimination.



Interview Supervisors

Review the information gained from:

- ◆ Applications/resumes
- ◆ Transcripts
- ◆ Interviews

Select the best 2 to 3 candidates. Interview the supervisors of these 2 to 3 candidates.





Interview Supervisors

Use Questions That You Prepared Based On:

- ◆ Knowledge
- ◆ Abilities
- ♦ Skills
- ◆ Attitudes
- ◆ Experiences needed for the job

Interview Supervisors

The questions for supervisors are not behavioral in the same sense as those for applicants. These questions seek to corroborate information provided by the applicant in the interview or applications. For example, if the ability to handle a difficult customer was identified as important in the analysis, the applicant might be asked to "Tell about a specific incident where you had to deal with a difficult customer. Specifically what happened? How did it turn out?" The companion question for the supervisor might be: "Has the applicant ever had to deal with difficult customers? Can you recall a specific time when the applicant had to do so? Tell me about how the applicant handled the customer. What were the results. Was this incident typical of the way the applicant handled difficult customers?

Interview Supervisors

Use Questions that Relate to Information Gained from the **Applicant Interview**

In responding to questions, the applicant will be describing many actions they took. Several will be perceived as successful by the applicant. The interview with the supervisor is a good time to check out that perception. Use questions like:

"Tell me about his implementation of the changes in the inventory procedure.

Interview Supervisors

Ask the "Rehire" Question

The final question, before thanking the supervisor should be, "Would you rehire this person?"

Decide Which Candidate Best Meets the Established Criteria

Review all of the information gathered from:

- Applications/resumes
- **Transcripts**
- Interviews
- Supervisors



Decide Which Candidate Best Meets the Established Criteria

Decide if you have a suitable candidate.

If so . . .

Select the Best

✓ Select the Best
 ✓ Orient and Train Them
 ✓ Mentor and Grow Them
 ✓ They Will Succeed

... and so will you!!